



August 3, 2020

To: Dr. David Glassman
EIU President

Fr: Barbara Baurer
Chair, EIU Board of Trustees

Joyce Madigan
Vice Chair, EIU Board of Trustees

Re: Annual Performance Review for Fiscal Year 2020

The Board of Trustees met on June 27, 2020 to discuss your performance for the 2020 fiscal year. We appreciated your input regarding performance on 2020 goals and suggested 2021 fiscal year goals. In addition to your input and that of individual trustees, the Board also enhanced its annual President performance review processes to solicit feedback from a broader group of stakeholders including the 8 members of your President's Council; Staff, Faculty and Student Senate leadership; and the Mayor of Charleston. We also standardized this contact list for future reviews.

Based on this extensive feedback, it is the board's opinion that you have exceeded expectations for the completion of your 2020 fiscal year goals and objectives. The Board asked us to express their sincere gratitude for your outstanding leadership over the past year.

Fiscal year 2020 was certainly one of significant accomplishments coupled with unexpected challenges from a worldwide pandemic. Under your leadership, the EIU team stayed true to our student focused mission throughout the year.

Words that have been used to describe your leadership style include: pragmatic, great listener, visible, makes the tough decisions, lives the mission, transparent in decision making, cheerleader, innovative, communicates regularly with all constituents, garners respect even from people who don't agree with all decisions, strategic thinker and encourages an entrepreneurial spirit on campus. This can all be summed up by saying you have been the right person at the right time to serve as EIU's President.

Noteworthy accomplishments on your fiscal year 2020 goals include the following:

1. University Finances

- Finished fiscal year 2019 with a positive margin in our Income Fund and on pace to do the same for 2020
- Due primarily to Covid 19 unanticipated expenses, the 2020 Bond Revenue Fund will suffer a loss for 2020

-- Worked diligently at state level to receive 5% increase in state appropriation and approval in capital budget for a new science building

2.Enrollment

- First time Freshmen increased by 12.5% (this followed a 24.5% increase in the previous year); Graduate students were up 4.2% (the largest number of Graduate students since 2010 and this was even with the challenges our International students have had getting visas); Transfer students were down just slightly; and the number of full time Freshmen living within a 60 mile radius of Charleston increased by 48%
- Fully resourced 2020 strategic enrollment plans and successfully partnered with Central States Media for 2020 media purchases
- Expanded EIU's dual credit program with high school partners
- Created donor supported Panther Retention Grant Program in which first year results demonstrated that 90% of students receiving a grant were retained
- Multiple actions resulted in Freshmen retention rate increasing from 70.3% to 73.7% (although this is still short of our aspirational goal)

3.EIU Vitalization Plan

- Significant progress on establishing the EIU School of Nursing
- Inaugural year for EIU's first specialized engineering program

4.Leadership Team

- Completed filling all key leadership positions as encouraged by the Board last year including Vice President for Business Affairs, Vice President for Student Affairs, Dean of the College of Liberal Arts and Sciences and Dean of the College of Education
- Reduced the number of interim positions across campus to solidify the management team
- Identified and implemented key competitive actions for the leadership of Enrollment and Admissions team

5.University Advancement

- 2020 donor funding was 174% higher than fiscal year 2019 (even if exclude the one large gift for the School of Nursing, donor dollars received were still up); however the number of overall donors was down

6.Intercollegiate Athletics

- Achieved overall reduction in number of scholarships as planned

In addition to performance on your stated 2020 goals, we noted other accomplishments in the following areas:

7.Covid-19 Response

- Successfully switched to online classes in a short timeframe to complete a radical transformation of EIU's traditional educational model which previously consisted of face to face classroom instruction supported by a robust network of extracurricular on campus activities

- Transitioned to having a vast majority of employees working from home almost overnight
- Adjusted to the financial implications of additional 2020 Covid-19 related expenses including the significant loss of housing revenue (and the expenses to process associated refunds), expense for students/employees who couldn't continue working, technology expense for conversion to online classes, and expenses for additional health care supplies (these new expenses were partially offset by funds from the federal CARES Act)
- Initiated planning for Fall semester to create a Reopening Campus plan along with associated contingency plans and incorporated financial implications into fiscal year 2021 budget
- Created strong partnership with Coles County Health Department and Sarah Bush Lincoln Health System for testing and contact tracing

8.EIU Recognition

- EIU received high rankings from publications like US News and World Report, College Gazette, Washington Monthly, etc.; related to academic excellence, affordability, online programming and safe college towns
- EIU continued to be the lowest net cost public university in Illinois

9.Diversity and Inclusion

- Increased focus in this area including meetings with student groups, bringing thought provoking leaders to campus to meet with various groups, developing new initiatives by the president's advisory committee on Diversity and Inclusion, funding additional remodeling of the Multicultural House, and coordinating rapid response to propaganda on campus

10. Community/Governmental Relations

- Active on many local boards including East Central Illinois Development Corporation, Coles Together, Charleston Chamber of Commerce, Sarah Bush Lincoln Health System along with regular interactions with Charleston's Mayor
- Provided testimony to Illinois Higher Education Appropriations Committee and bipartisan workgroup on University Capital Requests FY21

The Board concurs with your suggested fiscal year 2021 Goals as documented below:

Create, deploy and execute a successful university plan to meet the immense challenges of the Covid-19 pandemic, while maintaining the fundamental learning mission of the university and keeping the EIU community healthy and safe

Manage the university's finances effectively to maintain a balance between revenues and expenditures with a focus on rebuilding the university's reserve fund over time

Increase the number of freshmen, transfer and graduate students recruited for Fall 2021 over Fall 2020 through recruitment and retention plans

Review and modify all EIU policies and procedures concerning the reporting, investigation and adjudication of sexual misconduct cases to conform with best practices and new Title IX regulations

Enhance the university experience for students of color and promote greater levels of inclusion and equity

Reduce the retention and graduation gaps for low income and minority students

Fully resource the integrated student recruitment plan and ensure all areas are executed as scheduled

Increase the number of donors and donor funding over fiscal year 2020 levels

Continue to champion the university's Vitalization Project and utilize it to guide major decisions

In addition to these suggested goals, the Board added the following:

Work with Board Chair to enhance overall Board communication and find new and innovative ways to utilize Board resources and voices to benefit the university

By end of fiscal year 2021, work with Board to establish a Presidential plan for fiscal year 2023 and beyond

The Board is appreciative of your strong leadership during these turbulent times. Now with your full leadership team in place, we encourage you to reduce your heavy workload where feasible, manage stress levels by relying on your leadership team, and take actions to maintain your health along with that of the entire EIU community. It will be especially critical to depend on your leadership team's support and decision making so you can stay nimble as Covid-19 most likely will have unexpected twists and turns impacting safety and finances throughout the year.

You have provided transformative leadership at EIU and we look forward to the future – especially a post budget impasse and post pandemic future.

CC: EIU Board of Trustees